Sport Development Strategy

Alberta

RECREATION AND PARKS

Recreation Development Division

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SPORT DEVELOPMENT STRATEGY

July 1984

Alberta
RECREATION AND PARKS

Office of the Minister

Room 107 Legislature Building, Edmonton, Alberta, Canada T5K 2B6 403/427-3672

It gives me great pleasure on behalf of Alberta Recreation and Parks to provide you with the Department's Sport Development Strategy.

This Strategy is based on the directions established in the Sport Development Policy and outlines the priorities and programs that will be implemented over the next five years. These programs and services have been developed and modified through a public participation process involving many facets of the sport community.

A particularly significant aspect of the Strategy is the establishment of the Alberta Sport Council. The Council, along with the Recreation Development Division, provincial sport associations, municipal governments and education institutions will provide all Albertans with a greater opportunity to participate in sport.

I would like to extend my appreciation to the many individuals who have participated in the various Intersport conferences leading up to this Strategy. The attendance and support of these people were key to the preparation of this document.

I am especially thankful to all of those individuals and organizations who contributed to the preparation of the Sport Development Strategy. Sincere appreciation is extended to you on behalf of the Department and on behalf of everyone interested in the future promotion and development of amateur sport in Alberta.

Sincerely,

Peter Trynchy
Minister

FOREWORD

This document has been prepared by Alberta Recreation and Parks as part of an ongoing response to the request from the sport community for the Alberta Government to state its direction for sport development. The first part of this response was the Sport Development Policy published in March 1983. That document was distributed to most sport organizations; it is available from the Department for those who have not received a copy.

Sport Development Strategy is based on the directions formulated in Sport Development Policy and on the need to establish priorities and specific program initiatives. Such priorities and programs are presented here for a five-year period. By setting priorities, resources will be concentrated in specific program areas, and Alberta Recreation and Parks commits itself to a specific course of action that will bring sport forward into a new era characterized by effective partnerships, efficient program delivery systems and clearly defined responsibilities.

With the new Alberta Sport Council described in this document bringing increased resources to technical sport development, the Alberta sport system should grow and strengthen. New partnerships should pay rich dividends and closer links between the major sport development agencies should make the best possible use of available resources.

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CHAPTER ONE

INTRODUCTION AND BACKGROUND TO THE STRATEGY

1.1 INTRODUCTION

Sport Development Strategy[1] is the second phase of the three-phase planning process described in Sport Development Policy and outlined below. As a major initiative in the ongoing development of sport in Alberta, this report is a five-year plan for Alberta Recreation and Parks[2] that identifies priorities and programs to lift sport from its present plateau to an improved level of development. Together, the three phases (Policy, Strategy, and Operational Plans) create a planning framework which improves the consistency and integration of the Department's sport programs and encourages all agencies to work together to effectively respond to the changing needs of the sport community.

Sport Development Planning Process

Phase 1	POLICY	• rationale for sport development • guiding principles • policy stances • planning concepts
Phase 2	STRATEGY	• five-year plan • strategic priorities • specific program initiatives • future directions
Phase 3	OPERATIONAL PLANS	• annual plan • resource allocations/financial • expenditures • management objectives • program implementation schedule • program evaluation

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[1]The full title of this report is Sport Development Strategy. As a convenience to readers, this has been abbreviated in the text to 'the Strategy' or 'the Strategy report'. Similarly, the earlier Sport Development Policy document is generally referred to as 'the Policy'.

[2]The term Alberta Recreation and Parks (and its abbreviated form, the Department) refers to those agencies responsible to the Minister of Alberta Recreation and Parks and includes both the Recreation Development Division and the Alberta Sport Council.

1.2 HISTORICAL CONTEXT OF THE SPORT DEVELOPMENT STRATEGY

In the early 1970s, it became evident that a mechanism for effective communication among members of the sport community was essential for the coordinated growth of sport in Alberta. As a consequence, the Department, in concert with other sport agencies, established a forum to discuss common issues and needs. This forum, called Intersport, provides an opportunity for members of Alberta's sport community to communicate, exchange information and discuss common issues. The first Intersport Conference was held in 1975 and the most recent, Intersport 7, was held in the fall of 1983.

At the Intersport 5 Conference in 1980, an Ad Hoc Committee on Sport Coordination in Alberta presented a major report entitled Sport in Alberta: Let's Work Together. The report identified the need for better coordination and proposed the means by which this could be achieved. Delegates at the conference discussed the Ad Hoc Committee's report and passed a resolution to establish an Advisory Committee with the mandate to provide an implementation strategy for sport coordination in Alberta.

At the same conference, the sport community requested that Alberta Recreation and Parks state its philosophy, policies and programs relating to sport development. During 1981, the Department responded to this challenge and prepared its Sport Development Policy. This Policy identified the Department's fundamental sport development philosophy and general policy stances. In addition, based on ideas and information researched from the sport community, it established direction for sport and responded to the major issues affecting the development of sport in Alberta.

Also during 1981, the Advisory Committee prepared a report entitled Advisory Committee on Sport Development and Organization in Alberta - Report Prepared for the Minister of Alberta Recreation and Parks. The two documents (report of the Advisory Committee and the Sport Development Policy) were discussed by the sport community at the Intersport 6 Conference held in March 1982. A major focus of discussion was the concept of an Alberta Sport Council which would become a major agency in the Alberta sport system.

Based on discussion during Intersport 6, and other input received from the sport community, the Policy was adjusted and revised. Once the Policy was approved, the process to formally establish the Alberta Sport Council was initiated. Bill 21, an Act to Establish the Alberta Sport Council, was prepared and has now received Royal Assent. The Alberta Sport Council commenced operation on April 1, 1984.

After approval of the Policy, work also began on the second phase of the planning process - the Strategy. A draft report, based on an analysis of information from Alberta's sport community, was reviewed at the Intersport 7 Conference in the fall of 1983. The input from Intersport 7 is incorporated in this final report, Sport Development Strategy. It is expected that the directions and programs contained in it will respond to many of the needs of the sport community over the next five years.

1.3 PRINCIPLES FOR SPORT DEVELOPMENT

This report is founded upon a set of fundamental principles that provides basic philosophical guidance to Alberta Recreation and Parks. These principles, described below, were originally developed as a major component of the Sport Development Policy and are worth repeating for the purposes of setting the stage for the Strategy. The principles establish a consistent link between the policy level and the strategic level in the overall planning process outlined on page 1.

Principle 1: Sport is for all Albertans. All Albertans regardless of age, sex, creed or ability should have an opportunity to participate in sport.

This ensures that the "best" participation opportunities are provided to the greatest number of Albertans and that there is no discrimination in the Department's services.

Principle 2: The opportunity to participate at any level of sport should be accessible to all Albertans.

This recognizes that different levels or types of participation exist, and implies that all levels are valuable and are mutually enhancing.

Principle 3: All Albertans have the right and the freedom to develop their sport participation to any level they choose.

This provides the opportunity for each individual to establish his/her own goals and priorities for his/her involvement in sport. Individuals are free to choose whether or not to participate and are free to choose at what level they wish to participate. Within this principle, the pursuit of excellence is recognized as a worthwhile goal.

Principle 4: The physical and mental well being of the participant should be the central focus of all programs, services and policies.

This implies that individuals have the right to a safe playing environment and the right to be protected from exploitation.

Principle 5: The development of sport is a shared responsibility, involving a number of agencies, sectors and individuals.

This acknowledges that no single agency is solely responsible for sport development in Alberta. In fact, sport development is a joint enterprise of the public and private sectors. Furthermore, the individual also has the responsibility to contribute resources to his/her own participation.

Principle 6: The sport delivery system should operate in a spirit of partnership and mutual respect.

This indicates that the delivery system must maintain an environment of open communication and cooperation. The responsibilities of agencies must be acknowledged and the autonomy of individual agencies should be maintained with respect to the development of their interest areas.

Principle 7: Sport is part of recreation and the broader social system. It cannot be developed in isolation from other social and economic concerns.

This implies that sport is an integral component of the recreation system and that sport development should consider its relationship to other social and economic areas.

Principle 8: Sport should be developed in a manner which maximizes both the effectiveness and efficiency of the delivery system.

This recognizes that planning should be the fundamental approach to sport development in Alberta. With a planned approach, the development of sport will become anticipatory in nature; programs and services will be based on a true understanding of needs, and innovative initiatives will be commonplace.

Principle 9: The sport delivery system should provide a high standard and quality of service to participants.

This suggests that the quality of the experience for the sport participant must be a major concern for the delivery system.

Principle 10: The volunteer and volunteerism should be maintained as the basis of the sport delivery system.

This reconfirms the critical importance of the volunteer and that initiative by volunteers in the sport community should continue to be encouraged by all programs and policies. The hiring of professional leaders to support volunteerism is considered a viable means to maintain a high quality system.

These ten principles can be described as guidelines for the development and delivery of Alberta Recreation and Parks' programs and services. In general terms, the principles outline Alberta Recreation and Parks' view of the way sport should work. Based on these principles and on judgements of what is good for sport, broad policy goals were established. These are listed in the next section.

1.4 GOALS FOR SPORT DEVELOPMENT

The policy goals of Alberta Recreation and Parks, as developed and presented in the Sport Development Policy, begin to establish the preferred direction for sport in Alberta, and should be viewed as conscious value judgements of what is desirable or good for sport. To ensure continuity and consistency between policy and strategy, the policy goals are restated here.

Policy Goal #1: To promote health, fitness and a sense of community among Albertans through participation in sport. This goal includes imparting to Albertans a broader understanding and appreciation of the nature and value of sport participation.

Policy Goal #2: To encourage a wide, diverse and stable financial base for sport development. This base must include greater innovation and a variety of sources.

Policy Goal #3: To improve the accessibility to sport opportunities for more Albertans for a broader range of activities; to make the practice of sport accessible to all Albertans under the best possible conditions.

Policy Goal #4: To encourage greater personal achievement in sport.

Policy Goal #5: To move toward a diversity of opportunities and to improve the overall quality of sport participation throughout Alberta.

Policy Goal #6: To create the environment for a comprehensive and well-developed base of technical knowledge and an improved understanding about the act of sport participation.

Policy Goal #7: To have the sport delivery system evolve toward a mature partnership of actors.

Policy Goal #8: To strengthen, coordinate and maintain an effective sport system in Alberta.

Policy Goal #9: To foster a greater commitment to planning throughout the sport system in Alberta.

Policy Goal #10: To unify the efforts of the sport community and facilitate the development of a set of directions for sport in Alberta.

These ten policy goals encourage a rational approach to sport development by Alberta Recreation and Parks and improve consistency in the Department's programs and services.

The principles, policy goals and policy statements that made up the Sport Development Policy provide the direction for the development of the Strategy, the specific function and role of which is discussed next.

1.5 WHY A SPORT DEVELOPMENT STRATEGY

In simple terms, this Strategy is a plan of action that will activate the Sport Development Policy and provide the necessary direction for Alberta Recreation and Parks' initiatives in sport development for the five-year period from 1984 to 1989. The parameters, scope and limitations of Alberta Recreation and Parks' role in sport development are stated in Chapter Three of this report.

In general terms, the purpose of this Strategy is as follows:

1. To identify the strategic priorities and resultant programs and services that will bring into action the policy statements contained in the Sport Development Policy.

2. To identify the role and responsibility of the Alberta Sport Council and the Recreation Development Division, and indicate their relationship to other agencies in the Alberta sport community.

The establishment of a sense of direction for sport through the development of priorities is a major component of this report. By using a selective approach to sport development, resources will be concentrated in specific areas of need. Investment in selected areas will be the thrust of Alberta Recreation and Parks' initiatives for the 1984 - 1989 period. This approach will require Alberta Recreation and Parks to become a guide, a facilitator and a partner in developing sport in Alberta.

Once this Strategy is operational, it will provide a planned and pro-active approach to sport development in Alberta. Through the implementation process, sport should evolve in a logical and consistent manner. The role of Alberta Recreation and Parks will be defined through the priorities and programs discussed in the following chapters of this report.

1.6 THE PLANNING, SOCIAL AND ECONOMIC CONTEXT OF THE STRATEGY

The priorities and programs discussed in this Strategy have been developed in light of current social and economic conditions and the unique and difficult challenge they pose for the individuals involved in sport development. The prospects for growth during the time frame of this Strategy will require new and refocussed approaches to sport development.

There is every indication that the period from 1984 to 1989 will see a transition to a somewhat different kind of society and economy in Alberta. Although no one can predict all the social changes and determine their implications on sport development, some attempt at defining the major trends and conditions that will likely impact Alberta's society must be made.

The sport system in this province will develop within the wider sphere of leisure and society. Even though a good deal of the future is what we make it, there is every indication that the next five years in Alberta will be characterized by:

- increasing demand for leisure pursuits, sport being one of the most buoyant;

- an aging population and possibly a declining birth rate;

- slow economic growth and increased pressures on disposable income and public expenditures;

- an increasing range of household types with different means and different demands;

- a growth in automation, which will create many new jobs and at the same time make others obsolete; and

- continuing unemployment, with the related demands this makes on the social and leisure systems.

The evidence suggests that sport will play a vital and growing role in the years to come. To prepare for this, the sport community in Alberta must move rapidly toward a system incorporating the following characteristics:

- Effectiveness - this will ensure that the activities of the sport community are contributing toward the desired results -- that the right things are being done.

- Efficiency - this will ensure that the activities of the sport community are being done in such a manner that makes optimum use of the available resources -- that things are being done right.

- Self-Management - the various sectors of the sport community will become more self-reliant within the partnership framework which is beginning to take hold in Alberta.

- Privatization - there is a continued need for the private sector to play an increasingly important role in sport development.

- Pro-active Planning - program and services must anticipate future conditions.

- Fiscal Restraint - as financial resources become more scarce, pressure will increase for all sectors of the sport community to utilize funds as effectively as possible.

- Innovation - under expected conditions, programs must be relevant and new methods must be continually explored in order to create a thriving and progressive sport system.

Changing social and economic conditions, combined with increasing demand for programs and services, create a situation where the sport community is required to do more without a significant increase in tax-derived funds. By working together, searching for new funding sources, clarifying roles and adopting sound organizational development and planning practices, a strong and effective sport system should be attainable. Through effective use of available resources, the opportunity to develop new initiatives will become a possibility and sport will continue to grow in the 1980s.

CHAPTER TWO

A SENSE OF DIRECTION: THE NEXT FIVE YEARS

A SENSE OF DIRECTION

In the past decade much has been done to build a sound infrastructure for sport in Alberta. Provincial sport associations have become a major force in the sport community, indoor and outdoor facilities have been constructed, sport (and recreation) experts have been trained, leadership systems have been developed and a broad range of participation opportunities has been provided. Much has been achieved, but there are still major tasks ahead.

The demand for sport continues to increase and more opportunities are required at all levels of participation in most areas of the province. Although the evidence points toward no slackening of demand, the most likely scenario calls for slow economic growth leading to limited increases in public and private sector expenditures.

In reacting to this situation, two approaches are available to the Department: 1) either attempt to meet all demands of the sport community as well as possible; or, 2) attempt to concentrate on specific areas of the sport system.

Recognizing that available resources are unlikely to meet all demands, it would be inappropriate to attempt to respond to all needs at the same time. The optimum approach must be one which is selective and focussed on specific areas of sport. This approach implies that some difficult choices must be made. The Department recognizes that the best way of reconciling growing demands and resolving sport development issues with a limited resource base is to set priorities. Resources must be concentrated where need is judged to be greatest or where the resources will produce the greatest social and economic return.

This setting is the basis for the Department's five-year Sport Development Strategy. From 1984 to 1989, the Department will concentrate investment in eight strategic areas of sport development. These strategic priorities, listed in the table which follows and discussed in turn thereafter, will provide the focus for the Department's actions for the next five years. It is hoped that the direction provided will act as a guide for the actions of other agencies. With carefully selected priorities, the partnership that is being created between all agencies involved in sport in Alberta will be strengthened. The following eight priorities are not listed in order of importance. Each one is key to the success of the strategy.

THE EIGHT STRATEGIC PRIORITIES

To create a stable and diverse financial base for sport by providing base operational funds and by generating revenues from the private sector and lotteries.

To provide a wider and more advanced base of technical expertise for sport in Alberta.

To provide increased opportunities for Albertans to participate in sport.

To increase the number of Albertans who are performing at provincial, national and international standards.

To improve the communication and coordination among sport organizations and agencies in Alberta.

To improve the organizational development of provincial sport associations.

To promote and assist in the effective management and hosting of major games and events.

To encourage the maximum use and efficient operation of existing facilities.

2.1 CREATING A STABLE AND DIVERSE FINANCIAL BASE

To create a stable and diverse financial base for sport by providing base operational funds and by generating revenues from the private sector and lotteries.

The financial reality of the 1980s is that funds for sport are more limited than they have been in the past. Funding is usually identified by individuals in the sport community as a major issue affecting the development of sport in Alberta, and there is broad agreement that a search for new sources of financial support is required.

The provision of funds for sport in Alberta should be the shared responsibility of a number of agencies, sectors and individuals. A partnership should exist for the financing of sport. This partnership should bring together various levels of government, the private sector (through corporate contributions), sport associations, participants and the general public.

Based on current and projected circumstances in Alberta, the creation of a diverse funding base for sport will be a strategic priority area of Alberta Recreation and Parks during the next five years. Particular attention will be paid to two sources of funding: the private sector and lotteries.

The potential contribution of the private sector to sport development has too frequently been recognized only as an ideal. Furthermore, the private sector's involvement in sport has traditionally been ad hoc in nature, with seemingly little integration and coordination occurring between private corporations and sport agencies.

During the next five years, specific plans and programs will be implemented for the solicitation and integration of funds from the private/corporate sector into amateur sport in Alberta. Acquiring corporate funds will require the development of well-conceived strategies and the preparation of initiatives which fully explain the impact corporate contributions can have on sport development. The return a corporation can expect on an investment in sport should also be fully explained.

Lotteries will be a major focus for the next five years. Through the wise use of the lottery resources allocated to sport development in Alberta, a strong, dynamic and progressive sport community will evolve. The commitment of lottery funds acknowledges that sport is an important component of social policy, and will pave the way for the steady, planned growth of sport in Alberta. Lottery funds will be regarded as developmental monies directed toward program enrichment and aimed at selected areas of the sport system.

Although funding support from the private sector and lotteries will play a major role over the five-year time frame of this Strategy, funding from other sources cannot be overlooked. The responsibility of the public sector to provide funds for sport development in Alberta will continue to be critical if a base level of support is to be maintained. The contribution of the voluntary sector and the individual must continue.

The use of a marketing approach to sport development will become increasingly important. This will require a minor refocussing so that products are developed in response to the needs and wants of the public. Marketing will go a long way toward achieving the goals and objectives of the sport community.

2.2 DEVELOPING TECHNICAL EXPERTISE

To provide a wider and more advanced base of technical expertise for sport in Alberta.

It is widely recognized that the key to a successful sport program is the calibre of leadership. Without properly trained coaches, officials, trainers and instructors, the overall quality of the experience for the participant is greatly reduced. It has never been more apparent than it is today that a higher degree of competence is required from technical leaders at all participation levels.

As the demand for more and better participation programs continues to grow, a strong commitment to develop a broad base of technical expertise is required. All agencies must be part of this commitment. For its part, Alberta Recreation and Parks will allocate resources and develop specific initiatives to ensure that technical expertise becomes a strategic priority over the next five years. Provincial sport associations and other agencies should also place greater emphasis on the development of technical expertise.

The first major thrust within this priority will be to ensure that regions outside major urban centres have an adequate supply of trained individuals with the proper skills to be effective leaders. In most situations in rural Alberta the vast majority of the work is done by a small number of volunteers. This overdependence on too few leaders must be changed.

The second major thrust within this priority will be to improve the knowledge and expertise of individuals involved in sport as leaders. Great strides have already been taken in this area at both the provincial and national levels. The National Coaching Certification Program provides formal leadership training opportunities in many sports, and other provincial programs such as coaches and officials clinics provide invaluable learning experiences for Alberta coaches and officials.

A renewed commitment will be made to these initiatives and fresh initiatives will be developed over the time frame covered by this Strategy report.

The resources allocated to this very important area should ensure the development of expertise for both the volunteer and professional. The fundamental tenet of partnership, as established in the Sport Development Policy, should be carefully nurtured to support the emerging partnership of the volunteer and professional leader.

2.3 INCREASING PARTICIPATION OPPORTUNITIES

To provide increased opportunities for Albertans to participate in sport.

The provision of adequate sport participation opportunities is a difficult task because of increasing public demand. It is often the case that as the delivery system develops to meet the needs of the sport participant, new or revised demands emerge. This requires a sport delivery system that is capable of monitoring and effectively responding to changing needs.

Current forecasts indicate that demand for sport opportunities will continue to increase throughout the 1980s. This implies that the sport community will be required to provide a broader diversity of opportunities and provide additional opportunities within existing programs.

In response, the Department has identified the requirement to increase the opportunity base for sport participants as a strategic priority. Initially, an adequate supply of opportunities must be provided. This includes such initiatives as a program to expose non-participants to sport, opportunities for informal participation, ongoing formal competitive programs, and special competitions.

The development of specific participation opportunities is the shared responsibility of a variety of agencies, including the Department.

In addition to encouraging the development of an increased opportunity base, a broader diversity of opportunity should be created. This requires providing opportunities for developing participants and mass participants. In some cases, specially tailored programs will be required to serve a particular participant type, social group or geographic area. In other cases, one initiative will be capable of serving a variety of participants.

An integral component of increasing participation involves the development of programs to assist individuals to acquire a base of knowledge and understanding of sport. Positive attitudes and values toward sport participation are important for motivating individuals. In any initiative designed to increase sport participation opportunities, the major contribution of schools, colleges and universities must be recognized.

The opportunities developed within the concept of this strategic priority must be implemented in a manner that maintains a balance in the system. An over-emphasis in one area would create a poorly balanced system meeting only the needs of a very select segment of the population.

2.4 PROMOTING PARTICIPATION EXCELLENCE

To increase the number of Albertans who are performing at provincial, national and international standards

Participation in sport for the pursuit of excellence is often a major motivating factor for participants. In some cases the skill may be lacking, while in other cases inadequate programs may reduce the chances for athletic advancement. As athlete development becomes more sophisticated, it is no longer safe to assume that 'the cream will rise to the top'. Specialized athlete development systems are required in order to encourage and support the development of athletic excellence.

Although Albertans have had some success at all levels of competition, the opportunity to compete at provincial, national and international levels should be increased. As a result, an increase in the number of Albertans performing at provincial, national and international levels has been identified as a strategic priority of Alberta Recreation and Parks.

This strategic priority is designed to provide an incentive for the evolvement of a sophisticated athlete development system. Programs and services required by a developing athlete cannot be provided by only one agency; athlete development should be a shared responsibility. Initiatives must be developed for athlete training, exposure to high levels of competition, talent identification, direct athlete support, athlete recognition and a variety of other sport-specific areas.

The hosting of the Olympic Winter Games in Alberta in 1988 adds a significant dimension to the promotion of high performance standards. Exposure of Alberta's best athletes to Olympic competition will provide excellent performance targets as well as motivation and encouragement for all athletes involved in the Olympic sports.

2.5 IMPROVING COMMUNICATION AND COORDINATION

To improve the communication and coordination among sport organizations and agencies in Alberta.

One of the most frequently reported problems affecting the development of sport in Alberta is inadequate interagency communication and coordination. The sport delivery system is a complex network of agencies; however, too frequently agencies engaged in closely related activities operate in total isolation from each other. The consequence is that services are needlessly duplicated, with agencies competing to serve the same individuals. In addition, opportunities for joint initiatives are often overlooked, valuable resources thereby being wasted.

In order to develop an efficient sport delivery system in Alberta, effective communication and coordination between sport agencies has been identified as a strategic priority of Alberta Recreation and Parks. The dominant themes within this priority area are: the clarification of roles, the initiation of partnership approaches to sport development, and the establishment of regular and ongoing mechanisms of communication.

The task of clarifying roles began with the Sport Development Policy report, which outlined the functional areas of responsibility of the major sport development agencies. This process of role clarification will be continued through planning procedures which will ultimately enable sport agencies to respond better to the needs of the sport participant.

In recognition of the multi-faceted and complex nature of the sport delivery system, partnership initiatives should be adopted wherever possible. Joint enterprises at the program level will lead to mutual understanding and respect, and will create an environment of open communication and cooperation.

The final thrust within this priority area is to establish effective means of communication. Specific initiatives will be developed to improve the availability of information concerning opportunities for sport involvement. Regular communication procedures must be established between provincial sport associations, as well as with municipalities, schools and local clubs, to promote a cooperative environment for sport development at all levels and to make more effective use of limited resources. Methods of improving communication and encouraging information exchange include regular forums and conferences, newsletters and directories.

Implicit in this priority thrust to improve communication and coordination is the development of proper planning procedures and methodologies. Improved planning techniques at all levels will remove fragmentation and duplication of responsibility and will begin to create an effectively coordinated sport delivery system.

2.6 IMPROVING ORGANIZATIONAL DEVELOPMENT

To improve the organizational development of provincial sport associations.

As the sport community in Alberta continues to develop, the role of provincial sport associations will become more and more important. This will require them to improve their organizational effectiveness and administrative capabilities.

Although greater demands are likely to be placed on them in the future, many associations currently suffer from weak organization and are, thus, poorly equipped to cope with an increased workload. This is seldom the fault of individuals. Often, existing resources are spread too thin, or the association could benefit from some training assistance in the use of organizational skills.

It is noteworthy that, in Alberta, approximately one in five of the total adult working population is a volunteer. It is important that this plentiful human resource be used in an optimum manner.

In response to greater demands being placed on provincial sport associations, improved organizational development systems and methods will be a strategic priority for Alberta Recreation and Parks over the next five years. As provincial sport associations adopt effective organizational structures and sound administrative practices they will be able to offer more opportunities of higher quality to Alberta sport participants. Specific initiatives within this area will lead the way toward a system characterized by optimum efficiency and effectiveness. Improvements in organizational effectiveness and sport administration will enable sport development to move forward in a positive, dynamic and coherent manner.

The specific initiatives that will be an integral part of this strategic priority will be far ranging and comprehensive. They could encompass such areas as organizational development counselling, program planning seminars, and executive administrative leadership training.

2.7 HOSTING MAJOR NATIONAL AND INTERNATIONAL SPORT EVENTS

To promote and assist in the effective management and hosting of major games and events.

In the past decade, Alberta has gained an international reputation for hosting major sporting events and games. In the last three years, Alberta Recreation and Parks has provided financial support for numerous national and international events. In addition, consultative advice has been provided to selected events to ensure that they were a success and a positive experience for all those who participated.

For some major multi-sport events, Alberta Recreation and Parks has provided funds for facility development. At the international level, the Alberta Government has provided funds for facility development for events such as the 1978 Commonwealth Games and the 1983 World University Games.

The management and hosting of major games and events in Alberta will be another strategic priority for Alberta Recreation and Parks over the next five years. Alberta will be a centre of international attention when it hosts the 1988 Olympic Winter Games and it is expected that other major sport championships will be staged in Alberta over the time frame of this Strategy report.

The value of hosting major games and events in Alberta is illustrated by the programs, services and facilities that remain following a major event. This human and physical legacy greatly improves and strengthens the sport system. Not only are Alberta's top athletes exposed to top calibre competition in their home province, but volunteers, sport administrators, officials, support personnel and other individuals involved have the opportunity to increase their skills and knowledge. The enthusiasm and excitement leading up to a major sporting event, combined with its legacy, create an excellent opportunity to develop sport in Alberta.

Much has already been done by Alberta Recreation and Parks to encourage provincial sport associations to bid for and host major sporting events. In 1982, a Hosting Policy (Guidelines - Provincial Involvement in Major National and International Sport/Recreation Events in Alberta) was developed to provide financial assistance and consultation services to provincial sport associations responsible for hosting major events in Alberta. This policy will be the basis for making this strategic priority a major thrust for the next five years.

2.8 ENCOURAGING MAXIMUM USE OF FACILITIES

To encourage the maximum use and efficient operation of existing facilities.

The number of sports facilities has increased dramatically over the past ten years due in large part to the Alberta Government's facility development program. This has provided well over 200 million dollars for facility construction. These funds have been used to develop a wide range of facilities - from local recreation halls to major ice arenas. This facility development program has improved sport development programming and increased participation opportunities in all parts of the province. In fact, the sport facility system in Alberta ranks among the best in Canada.

Recognizing the quality of Alberta's sport facility system and acknowledging the economic realities of limited financial resources, Alberta Recreation and Parks' emphasis will be to encourage maximum use of existing facilities and efficient facility operation. This strategic priority will lead the way toward greater innovation in facility development. Recent technological advances, such as new materials for energy conservation, can have a positive impact on improving facility efficiency and effectiveness.

Initiatives should be designed to increase the availability of existing structures for community sport use. This means attention will be given to schools and business premises as well as to facilities which are already the responsibility of municipalities. Primary, secondary and post-secondary education institutions are providing participation opportunities for the general public, and this activity should be supported and promoted by all agencies involved in sport in Alberta.

The business sector could also contribute more directly to improving the facility base. Unused buildings and warehouses could be utilized by some sports, while industry and the commercial sector could provide facilities for their employees.

Perhaps the most significant issue affecting local sport and recreation development is the high cost of operating local facilities. Rising costs of energy and manpower have created an urgent need to view the reduction of operating costs as a priority. Initiatives such as the multiple use and the sharing of facilities must be carefully considered in order to reduce overall facility operating costs.

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The eight strategic priorities presented in this chapter will provide the focus for Alberta Recreation and Parks' activities in sport development from 1984 to 1989. These priorities define the preferred direction for sport and establish a basis for the development of program initiatives. The next chapter discusses the roles of the Department's Recreation Development Division and the Alberta Sport Council. Then, Chapter Four elaborates on this role definition and identifies programs which will transform priority concepts into operational realities.

CHAPTER THREE

THE ORGANIZATIONAL RESPONSE:
THE ALBERTA SPORT COUNCIL,
THE RECREATION DEVELOPMENT DIVISION

THE ORGANIZATIONAL RESPONSE

In 1981, during the development of the Sport Development Policy, it became increasingly apparent that certain issues and problems confronting sport in Alberta could not be resolved by any existing agency. The most significant of these issues were: the lack of adequate financial resources; the lack of a focus on the technical areas of sport; and the lack of effective partnerships between all sport development agencies, especially between the private and public sectors.

At this time the concept of a sport council was introduced. The proposal that evolved called for the establishment of a new agency to be called the "Alberta Sport Council". The agency would be a Crown corporation responsible to the Minister of Recreation and Parks. The proposal stated that the Alberta Sport Council should be involved in technical programs for the developing participant and in specific initiatives designed to increase the amount of financial support available to the sport community. Delegates to the Intersport 6 Conference in March 1982 supported the concept of an Alberta Sport Council and encouraged the Department to develop details at the program level.

The Alberta Sport Council, formally established on April 1, 1984, is expected to implement programs designed to work toward goals introduced as policy in the Sport Development Policy and described as priorities in Chapter Two of this Strategy report.

The Sport Council will augment and support the developmental efforts of other sport development agencies. Assistance will be available from the Council to sport agencies and associations beyond the assistance capabilities of the Recreation Development Division. As well, the Council will provide an effective structure to encourage private sector support for amateur sport in Alberta.

As societal and economic conditions have evolved, the sport system in Alberta must also evolve to respond adequately to changing conditions. Ad hoc approaches to improve effectiveness and efficiency are no longer adequate. The development of the Alberta Sport Council is an initiative that will go a long way toward improving the financial resource base for technical sport development in Alberta.

With the formation of the Sport Council, the role of the Recreation Development Division will be reoriented toward specific sport development areas. This chapter describes the function and structure of the new Council and the reoriented role of the Division.

3.1 FUNCTION OF THE ALBERTA SPORT COUNCIL

As a new and major agency responsible at the provincial level for supporting the developing participant, the Sport Council will ensure that available financial resources are systematically distributed to sport, and that the technical areas of sport participation and leadership development receive sufficient support and encouragement. The Sport Council will pay particular attention to the needs of Alberta's athletes in the pursuit of excellence, and will provide selected support to sport participants at all levels of competency.

The programs and services of the Sport Council are designed to augment and support the developmental efforts of other sport development agencies. As a result, the Council's resources will provide enrichment funds in the technical aspects of participation and leadership.

3.1.1. Legislative Basis for the Alberta Sport Council

Bill 21 provides the legislative basis for the Alberta Sport Council and generally defines the parameters within which it will operate. Section 4 of the Bill is of critical importance for the eventual development of programs and services: it establishes five 'objects' for the Sport Council.

The 'objects' of the Council are to:

- develop, manage and operate technical programs and services for coaches, officials and developing athletes;

- organize, manage and operate periodic athletic events called the "Alberta Games" and the associated preliminary events;

- encourage persons and organizations to assist in the promotion and operation of programs carried out by the Council by

  i) providing services and gifts of money, trophies, equipment or any other things, or
  ii) making available facilities and staff;

- provide funds

  i) for coaches, officials and athletes to assist them in attaining their objectives in sport, and
  ii) to persons and organizations involved in the development, management and operation of technical programs and services for coaches, officials and developing athletes;

- solicit financial contributions from persons and organizations to be used to assist the Council in carrying out its objects.

3.1.2. Goals of the Sport Council

The 'objects' of the Council establish the basis for the development of three broad goals which provide the focus for the Council's initiatives:

Goal #1: Funding and Marketing

To solicit financial contributions, services and other resources from individuals, organizations, business and corporations to assist in the operation of the programs of the Council.

Goal #2: Technical Development

To encourage the development of technical programs and services for coaches, officials and developing athletes in Alberta.

Goal #3: Games and Competitions

To organize games and athletic events for developing athletes in Alberta.

3.1.3. Target Markets of the Alberta Sport Council

The primary target markets of the Council's programs and services will be provincial sport associations. Through a series of conditional grants, the Council will provide programs designed specifically to support selected areas of provincial sport associations' programs. In most cases the Council's programs will be considered enrichment programs.

Although provincial sport associations will be considered the major target markets of the Council, many instances will arise where the Council will work with other agencies in co-sponsoring or jointly undertaking specific clinics, workshops and programs. Examples of other agencies with which the Council will develop a close working relationship include: municipalities; education institutions; Recreation, Parks and Wildlife Foundation; Sport Alberta; and, the Recreation Development Division.

3.2 STRUCTURE OF THE ALBERTA SPORT COUNCIL

Integral to the establishment of the Alberta Sport Council is the definition of a number of structural components relating to its organization. The following statements establish the basis for determining the structure of the Council:

- Minister of Alberta Recreation and Parks: The Minister will provide general policy directions in the form of priorities and guidelines for the Council to follow in the meeting of its 'objects' (as defined in Bill 21). The Council will, at all times, be accountable to the Minister.

- Chairman of the Council: The Chairman will be the Chief Executive Officer of the Council and will direct its affairs.

- Management Committee: The Management Committee will be made up of not less than three Council Members and will have the authority to manage the Council subject to any restrictions in Bill 21 or the by-laws of the Council.

- Council Members: Council Members, through their voting rights, will be responsible for guiding the affairs of the organization.

- Standing Committees: Three Standing Committees will be appointed by the Council in the areas of: Funding and Marketing; Technical Development; and, Games and Competitions. Each Standing Committee will be responsible for recommending policy and direction to the Council within the parameters of the Committee's area of responsibility. The Standing Committees will establish Sub-Committees as required.

- Managing Director: The Managing Director will be the Chief Operating Officer of the Council and will be responsible for moving policy and direction toward specific programs and services through program staff.

3.3. ROLE OF THE RECREATION DEVELOPMENT DIVISION

The Recreation Development Act provides the legislative base for the Recreation Development Division of Alberta Recreation and Parks. Generally, the Government's responsibility in sport development is to ensure that opportunities are available and accessible. The Government's principles and policy goals, developed in the Sport Development Policy and restated in Chapter One of this document, ensure basic rights for all sport participants.

By adopting a pro-active approach to sport development and encouraging coordination and ongoing planning, the function of the Division and its relationship to other agencies will be well-defined in the new operational structure.

The responsibilities of the Recreation Development Division are determined through regular consultation and a mutual understanding of the role of public agencies in sport development. Basically, the Division will be involved in four broad sport development areas:

3.3.1. The development and provision of programs to improve the administrative and organizational health of provincial-level sport agencies and associations.

As the world of sport begins to assume greater responsibility for its own destiny, the role of the Recreation Development Division will be to provide the environment within which this can occur.

In order to assume increased responsibilities, sport agencies must be effectively administered and efficiently organized. Successful administration and organization provides the general context for the development of sport and is vital for effective liaison and coordination between coaches, athletes, institutions, sponsors and the community.

It will be the responsibility of the Division to develop programs and services for voluntary sport agencies that encourage effective administration and organization. Organizational development counselling and consultation services will encourage sport associations to become more effective and efficient. This will allow provincial sport associations to 1) take a pro-active leadership role in their sport; 2) eliminate duplication of effort; 3) establish effective lines of communication within the association network; and, 4) provide some continuity in what would otherwise be a constantly changing sport environment.

3.3.2. The development of leadership and participation initiatives designed to ensure that a base level of service is provided to all sport participants.

Initiatives within this functional area will encourage resources to be directed toward serving the basic needs of the mass participant in the areas of participation and leadership. No longer will technical leadership and participation services be provided to the developing participant through the Recreation Development Division; this area now becomes the responsibility of the Alberta Sport Council.

The focus for the Recreation Development Division's involvement in sport is to ensure a basic level of service for all participants. This will be done through the provision of funds and information to agencies providing programs direct to participants. Services should not be unreasonably limited due to an individual's social or economic situation.

This stated, the provision of the Division's services must reflect an approach which meets the needs of as many Albertans as possible. The initiatives developed within this broad functional area will be designed so that they support the development of an adequate supply and broad diversity of participation and leadership development opportunities.

3.3.3. The development of an efficient and effective sport facility system.

Within this functional area the Recreation Development Division's initiatives will be concerned with the efficient operation and maintenance of existing facilities. This will include the provision of consultation services to facility operators to raise levels of expertise and technical knowledge regarding facility operation.

Furthermore, initiatives will be designed to encourage the provision of programs in a wide range of facility types. Multi-use concepts and a re-examination of current use will lead to an improvement in the availability of facilities in Alberta.

3.3.4. The provision of a coordinating function for the development of sport and sport-related plans and policies.

This area involves the Recreation Development Division's responsibility to encourage the ongoing planning of the provincial sport delivery system. Proper planning and policy development is necessary to coordinate the overall delivery system and to effectively utilize available resources.

In cooperation with other agencies, the Division will develop appropriate planning procedures for sport development in Alberta. All agencies must be willing to develop a commitment to planning and undertake joint planning initiatives of mutual benefit. This will begin to reduce overlap of responsibility between different agencies and to identify areas of need currently not being addressed.

Implicit in this broad functional area of responsibility is the need for cooperation between agencies to monitor and evaluate the effectiveness of the system. Too often, programs are retained for reasons of tradition or history. Through cooperative evaluation, new directions for sport can be identified and existing resources redeployed to reflect new objectives.

These initiatives will require the establishment of a continuing dialogue among agencies in the sport system, especially in matters related to policy development. Agencies should not be working at cross purposes to each other; rather, compatible goals must be developed for all agencies. Although individual agencies may have a different focus for their programs and services, the overall goals of all agencies should be compatible.

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This chapter has provided an overview of the functions and roles of the Alberta Sport Council and the Recreation Development Division. Using this overview and the strategic priorities listed in Chapter Two as a base, Chapter Four identifies specific programs for which each organization will be responsible.

CHAPTER FOUR

STRATEGIC PROGRAM RESPONSES

STRATEGIC PROGRAM RESPONSES

The strategic priorities listed in Chapter Two were based on the results of a process which reviewed needs, issues, trends, and the policy directions established in the Sport Development Policy document published in March 1983. The strategic program responses listed in this chapter were formulated through a similar process, additional views from the sport community being solicited and incorporated through a series of workshops and the Intersport 7 Conference held in November 1983.

Although a Department perspective is implicit throughout this report, the program initiatives in this chapter reflect the need for a strong interagency approach to the delivery of sport programs in Alberta. This in no way reduces the importance of agency autonomy; rather, the intent is to foster coordination among agencies. A climate in which coordination is successfully practised among agencies permits each to strive for individual goals within its own discipline, confident that its peer agencies are operating with it as willing partners in the effective implementation of an overall provincial strategy.

Within this context, the programs outlined in this chapter are expected to provide the direction that Alberta Recreation and Parks will take to further develop sport in Alberta during the next five years.

The grouping of these programs complements the eight strategic priorities described in Chapter Two. These programs are listed, in their eight groups, on the next two pages in an easy-to-read table. Each program is then described in some detail. For each, there is a statement of purpose, an explanatory commentary, and identification of the agency or agencies responsible either for delivering the program or for providing appropriate support for its implementation by other organizations.

STRATEGIC PROGRAM RESPONSES

This table lists the eight program groups. Within each group, the left-hand column shows the programs; the centre column identifies the responsible agencies; the right-hand column shows the page numbers you should turn to for program details. In the centre column, "Division" is the Recreation Development Division; "Council" is the Alberta Sport Council.

Program	Responsible Agency	Page
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STRATEGIC PROGRAM RESPONSES

Program	Responsible Agency	Page
Promoting Participation Excellence (Continued)		
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4.1 CREATING A STABLE AND DIVERSE FINANCIAL BASE

Strategic Priority: To create a stable and diverse financial base for sport by providing base operational funds and by generating revenues from the private sector and lotteries.

Sport is recognized as a valuable and worthwhile public service. Therefore, public funds should continue to be made available for the support and encouragement of sport development in the province. Current base-level programs provided by the Recreation Development Division will continue. These include financial assistance to municipalities to operate and program facilities, and financial assistance to provincial associations to provide basic services in leadership, programs and administration. However, in addition to these base programs providing stability to the development of sport in Alberta, new programs are required to create a more diverse funding base for sport in the future.

The Alberta Sport Council will work closely with the private sector, encouraging its involvement in providing funds to amateur sport. For example, businesses and corporations could be encouraged to provide sponsorship through concepts such as "Adopt an Athlete" and "Sport Outreach". As Alberta's sport system continues to expand and improve, the need for continuing support from the private sector is vital.

The work of the Alberta Sport Council is not intended to preclude sport associations from soliciting funds. The intent is to assist agencies generate their own revenue. Resource material will be made available on how to approach the private sector for sponsorship of amateur sport.

It is anticipated that the new five-year strategy for the distribution of profits generated through lotteries will provide significant benefit to amateur sport. The portion of revenue assigned to amateur sport will be distributed by the Alberta Sport Council through a variety of programs and services described throughout this chapter.

It is hoped that these initiatives will assist in unlocking other sources of funding for sport to augment the base funding programs described below.

FINANCIAL ASSISTANCE FOR PROVINCIAL SPORT AND RECREATION ASSOCIATIONS

Purpose: To provide financial assistance to provincial sport associations to help them provide base-level programs and services.

Responsible Agency: Recreation Development Division

The funding provided by Alberta Recreation and Parks through the "Financial Assistance Program for Provincial Recreation Associations" has created stability in the provision of programs and services by these associations.

The current program provides flexibility by allowing associations to address areas of greatest need. Associations may give priority to team development, leadership, or the employment of part-time or full-time executive directors. It is the intention of Alberta Recreation and Parks to continue with this financial assistance program.

REVENUE GENERATION

Purpose: To develop specific initiatives designed to market sport programs in Alberta and ultimately generate revenue from the general public and private corporations.

Responsible Agency: Alberta Sport Council

A comprehensive marketing and fund raising plan needs to be developed in order to systematically approach the private sector. This will ensure the continued development of the programs and services of the Alberta Sport Council.

Specific initiatives will be designed to raise funds from major sources. The Sport Council will develop the particular components of the plan once the current situation has been examined and evaluated.

4.2 DEVELOPING TECHNICAL EXPERTISE

Strategic Priority: To provide a wider and more advanced base of technical expertise for sport in Alberta.

To advance sport development and to improve the quality of participation, greater emphasis must be given to the awareness and application of technical knowledge.

Officials, coaches, trainers and all individuals involved as sport leaders in Alberta require programs and services which help them to further develop their skills and talents. Various programs are identified for this purpose and are described in more detail in this section. An annual coaches symposium is another avenue for coaches to learn and to exchange knowledge and information. To further advance coaching expertise, a Coaching Association of Alberta may ultimately be required to enhance the art and science of coaching.

Although professional technical experts are essential for the future development of sport in Alberta, professional personnel in sport leadership positions must be viewed as catalysts for improving the effectiveness of the volunteer system. The preservation of volunteerism in the sport leadership role is of paramount importance to the sport development system in Alberta.

It is expected that the programs identified in this section will continue to improve the technical base of sport in Alberta. With the continuation and implementation of the programs described below, sport should be closer to reaching the goal of enhancing quality participation.

NATIONAL COACHING CERTIFICATION PROGRAM

Purpose: To promote and develop the technical expertise of coaches throughout Alberta.

Responsible Agencies: Recreation Development Division, in cooperation with Alberta Sport Council

This program provides coaches at all levels with a systematic and progressive method for improving their knowledge and skills in the theoretical, technical and practical aspects of coaching.

The Recreation Development Division has been providing support to provincial sport associations and municipalities for all aspects of this program. The Division will provide support for the theory portion and for overall program coordination; and the Alberta Sport Council will provide support to the provincial associations and municipalities for the technical and practical aspects of the program. This shared responsibility will direct greater attention to the technical aspects of coaching.

To fully realize the potential of this coaching development program, close cooperation will be required among the various agencies involved.

MASTER COACH AND OFFICIAL PROGRAM

Purpose: To promote and develop excellence in coaching and officiating in Alberta by providing educational opportunities at the national and international level for Alberta coaches and officials.

Responsible Agency: Alberta Sport Council

This program will provide the opportunity either to bring internationally renowned coaches or officials to Alberta, or to send Alberta coaches or officials to appropriate conferences, workshops or major competitions outside Alberta. Exposure to world class technical experts will help to develop excellence and to improve the technical expertise of Alberta coaches and officials.

Specific criteria will be established to ensure that any sport association making use of this program obtains a benefit that could not be realized within Alberta.

Provincial sport associations would apply to participate. This program may focus on the full-time professional coach to ensure that it does not duplicate the existing J. Percy Page Award (Alberta Heritage Scholarship Trust Fund), which is intended as recognition for deserving volunteers.

COACHING CLINICS

Purpose: To provide coaches with special coaching opportunities that are unique, innovative or not yet standardized.

Responsible Agency: Alberta Sport Council

The intent of this program is to provide opportunities to coaches to develop their technical skills. It would operate as a complement to the National Coaching Certification Program and the Master Coach and Official Program.

It is anticipated that the Alberta Sport Council would support provincial sport associations in conducting coaching clinics throughout the province in a planned and coordinated fashion. A Coaches Congress could accommodate several of the above-mentioned clinics.

OFFICIALS CLINICS

Purpose: To provide opportunities for umpires, referees, judges and other officials to upgrade the quality of officiating by attending clinics conducted by provincial sport associations.

Responsible Agency: Alberta Sport Council

Expanding competitive programs at all levels have increased the need for qualified officials. The efficient and impartial control of any game is a prerequisite for a rewarding competitive experience.

The intent of this program is to upgrade the quality of officiating by assisting sport associations in conducting clinics throughout the province. As the nature of these clinics would be sport-specific, the course content and methods of delivery need to be carefully planned and reviewed prior to implementation.

PROFESSIONAL TECHNICAL STAFF

Purpose: To encourage and assist provincial sport associations to hire technically prepared individuals to serve as technical experts for the advancement of association activities.

Responsible Agency: Alberta Sport Council

The intent of this program is to promote the technical development of a sport through employment of technical experts. These experts could assume various titles and roles such as Technical Director, Provincial Coach, or Development Coordinator.

Regardless of title or specified role, each individual's goal would be to advance the technical development of the sport. Appointments could be on a full-time, part-time or seasonal basis. In some cases, an association may find it more appropriate to hire an individual to act in an administrative as well as technical capacity.

For associations in the earlier developmental stages, or for associations whose activities are limited to a smaller percentage of the population, the concept of a sport development coordinator may be more appealing from a practical and financial perspective.

SPORT MEDICINE COMMUNITY EDUCATION

Purpose: To promote the prevention and proper management of sport injuries by coordinating the establishment and delivery of a sport medicine education program.

Responsible Agency: Recreation Development Division, in cooperation with Alberta Sport Council

A comprehensive training program in sport medicine is needed to provide optimal care in the prevention and treatment of athletic injuries.

A recently formed curriculum committee is currently working on the development of materials for a series of sport medicine courses. These courses will provide the basis of the education program.

This committee is expected to:

1. Establish curriculum guidelines for courses at two or more levels;
2. Design a curriculum content in line with these guidelines;
3. Write or coordinate the development of the content of these courses; and
4. Evaluate and make recommendations on the course content components.

Once developed, these courses would be implemented through clubs, municipalities, the school system and provincial sport associations.

Ultimately, a Sport Medicine Council of Alberta may be required to provide the necessary coordination and the appropriate quality control for this program.

AQUATIC WORKSHOP

Purpose: To improve programs and services in the province by providing leadership development opportunities to pool staff working in the municipal recreation setting, and members of provincial aquatic associations.

Responsible Agency: Recreation Development Division

The Aquatic Workshop is an annual event offering a wide variety of certification courses. These courses include such elements as first aid in aquatic emergency care, pre-school water orientation, adapted aquatics, small craft safety, diving, national lifeguarding and selected sport technical clinics.

Through these training opportunities, employers and employees can diversify and upgrade their skills to meet individual needs. For many rural areas, this workshop is the only opportunity to access particular courses.

4.3 INCREASING PARTICIPATION OPPORTUNITIES

Strategic Priority: To provide increased opportunities for Albertans to participate in sport.

Municipalities are recognized by the majority of Albertans as the primary government agency providing sport opportunities at the local level. However, due to the limited programs and resources available to them, municipalities encounter restrictions in the implementation of their mandate. It is the Department's intent to complement and augment both the role and the services provided by municipalities.

One way of encouraging a broader base of sport opportunities at the local level is by decentralizing the operations of the provincial sport associations. This will ensure greater participation at the regional and local level. The "Financial Assistance Program for Provincial Recreation Associations" encourages this concept. Another way is through a sport travelcade which currently operates for selected outdoor recreation activities.

To assist in providing opportunities for all citizens, the needs of special populations will continue to be addressed.

The following program initiatives are intended to act as additional resources for communities to help them provide increased opportunities for Alberta citizens.

SPORT OUTREACH

Purpose: To improve sport opportunities in rural Alberta by providing qualified instructors to conduct participant clinics where interest or need has been shown.

Responsible Agency: Alberta Sport Council

The Alberta Games Council, in cooperation with provincial sport associations, traditionally co-sponsored a number of clinics aimed at exposing a variety of sports to rural Albertans. These clinics took the form either of seminars which introduced a particular sport, or of training clinics which upgraded the skills of rural members of recently formed clubs.

"Sport Outreach" has been successful to date and should continue to be supported and developed in close cooperation with provincial sport associations. This program can also be a basis for a talent identification program.

ALBERTA GAMES

Purpose: To encourage the organized competitive participation of all Albertans as individuals, as families, and as neighbors, for fitness, the joy of effort, the pursuit of excellence and the expanding sense of community throughout the province.

Responsible Agency: Alberta Sport Council

The Alberta Games provide a unique competitive opportunity for sport participants in the province. Aspiring athletes of all ages and skill levels benefit directly through involvement in these Games. Future participants benefit indirectly from the legacy of facilities provided by the Games.

The Alberta Games should continue to be hosted annually in different regions of the province.

ALBERTA SENIORS GAMES

Purpose: To provide all Alberta seniors the opportunity to pursue greater levels of physical, social, intellectual and creative achievement through friendly competition and participation.

Responsible Agency: Alberta Sport Council

The Alberta Seniors Games provide the opportunity for seniors to participate in sport activities regardless of their ability. These Games epitomize the philosophy of 'sport for all' and will continue as a vital aspect of sport in Alberta.

REGIONAL SPORT FESTIVALS

Purpose: To encourage sport participation through the staging of Regional Sport Festivals.

Responsible Agency: Recreation Development Division

The intent of this program is to encourage participation at the district or regional level as an extension of sport programs at the local level. Over the past few years, the Regional Games (or Sport Festivals) have significantly increased interest in sport participation and should be continued as a component of participation development.

SPORT DEVELOPMENT AT THE REGIONAL AND LOCAL LEVEL

Purpose: To support selected sport development activities at the regional and local level.

Responsible Agency: Alberta Sport Council

It has been recognized that resources are required at the regional and local level to support selected areas of sport development. Furthermore, it has also been recognized that the provincial sport development system is dependent, to a large degree, on the sport development systems at the regional and local level.

This program will also focus on encouraging participation and leadership opportunities by providing an opportunity for local and regional sport groups to apply for financial assistance for projects that are innovative.

To ensure that a systematic approach is taken, this program will require acknowledgement from the appropriate provincial sport association.

4.4 PROMOTING PARTICIPATION EXCELLENCE

Strategic Priority: To increase the number of Albertans who are performing at provincial, national and international standards.

Careful and methodical planning leading to intensive periods of training as well as well-organized competitions are essential to the development of athletes who strive to participate at the provincial, national and international levels.

Quality leadership, necessary facilities, the application of technical knowledge and sound administration all contribute to the development of the individual athlete. However, dedicated training and challenging competitive experiences ultimately bring the athlete to the point of attaining full potential.

The costs and sacrifices increase dramatically as participants strive to attain their highest possible level of achievement. At this point, external support becomes essential to permit the pursuit of excellence in a practical and realistic manner.

An initial step for many gifted participants is a recognition of their potential so they might be exposed to greater opportunity for development. This step is often referenced as talent identification, and specific initiatives in this area can realize development opportunities which previously may have been a dream.

When dedicated and gifted sport participants have accomplished significant achievements, appropriate recognition reinforces commitment and gives further encouragement to excellence.

Alberta Recreation and Parks will take an active role in the provision and support of programs which enhance the ability of Alberta athletes to attain athletic excellence.

On page 68, in program Group # 8, there is a program entitled "National, Regional and Developmental (Provincial) Training Centres" which also contributes to athlete excellence.

TALENT IDENTIFICATION

Purpose: To support and encourage provincial sport associations to engage in the active identification of athletes who display the greatest potential for excellence in their sport.

Responsible Agency: Alberta Sport Council

The intent of this initiative is to assist provincial sport associations to identify talented individuals throughout the province. Assistance would be provided to associations to establish specific talent identification programs which could include the establishment of tests, measurements and standards. Associations would be encouraged to work with colleges and universities.

This program is considered as an extension of "Sport Outreach" described on page 48 as it goes beyond exposure to include testing. The program may be extended to support the touring of Alberta's top coaches in order to test potential high performance athletes.

TRAINING FOR HIGH PERFORMANCE ATHLETES

Purpose: To provide support and encouragement to provincial sport associations to develop and implement ongoing training programs for their high performance athletes.

Responsible Agency: Alberta Sport Council

This program is viewed as an extension of the Talent Identification program. A sport association, having identified its best or most promising athletes, should be willing and able to foster their athletic development.

This program recognizes that working with high calibre athletes, in an intensive training program, geared specifically to their development, produces the best performance results.

Here, as with the Talent Identification program, the provincial sport association would be expected to submit a plan for implementation of the training program. This program must be developed in concert with the Recreation Development Division's "Team Preparation and Selection for Major Games", a program described on page 54.

ALBERTA ATHLETE DEVELOPMENT PROGRAM

Purpose: To provide financial resources to assist high performance athletes in Alberta in becoming nationally ranked athletes.

Responsible Agency: Alberta Sport Council

Alberta Recreation and Parks is committed to providing financial assistance to help high performance athletes develop their sport skills to become nationally ranked athletes. Both able-bodied and disabled athletes will be funded under this program.

The financial support provided through this program should be used to encourage athletes to train and compete without substantial cost to themselves or their provincial sport association. Examples of these expenses might include equipment and travel costs, facility rental and club memberships.

These funds are provided to the sport association which in turn provides the funds to selected athletes. Funding priority should be given to athletes competing in the sports recognized in the major games (i.e. Olympic Games, Pan-American Games and Commonwealth Games).

TEAM PREPARATION AND SELECTION FOR MAJOR GAMES

Purpose: To prepare and implement a plan for Alberta's participation in Jeux du Canada Games, Western Canada Summer Games and other major Games that would provide the best experience and highest performance possible.

Responsible Agency: Recreation Development Division, supported by Alberta Sport Council

The intent of this program is to prepare and implement a plan which would allow the highest level of participation by an Alberta team in major Games that Alberta participates in; for example, Jeux du Canada Games and the Western Canada Summer Games. The objectives would be to ensure that the athletes have the most positive experience possible, and that the highest possible levels of performance are reached by individuals and by the entire Alberta Team.

Financial, administrative and technical support will be provided to realize these objectives.

ALBERTA OLYMPIC GAME PLAN

Purpose: To prepare and implement a "Game Plan" which would provide maximum opportunity for Alberta athletes, coaches and officials to participate in the 1988 Olympic Winter Games, either as members of the Canadian team, or as officials for the event.

Responsible Agency: Recreation Development Division and the Alberta Sport Council

The hosting of a major international event provides a special opportunity for sport development in a locale, province or country. Considerable public attention and publicity accompanies the event, bringing attention to amateur sport. This will undoubtedly be the situation in 1988 with the hosting of the Olympic Winter Games in Alberta.

The intent of this program is to prepare and implement a plan which would optimize the potential for Alberta athletes and coaches to become members of the Canadian team competing in the 1988 Olympic Winter Games. In addition, the program should support the development of Alberta officials to give them the maximum opportunity to officiate at the Games.

The results anticipated from this program would enhance the sense of pride and accomplishment associated with hosting the Olympic Winter Games. In addition, a significant legacy of experience will remain after the event. This will complement the legacy of facilities.

Coordination of various agencies will be required for this program, but in general terms, the Recreation Development Division will be involved in the planning of Game Plan and the coordination of events on an inter-provincial basis and the Council will have primary responsibility for the program development and delivery. Support for this program will be through the provincial sport associations, which are key components to the outcome of the plan.

INTERNATIONAL SPORT EXCHANGES

Purpose: To provide opportunities for the advancement of sport and athlete development through an international sport exchange program.

Responsible Agency: Recreation Development Division

Exchanges are limited to regions of other countries that have a "sister" relationship with Alberta. But the furtherance of friendship and goodwill between Alberta and any other particular region is an important aspect of this program which does, indeed, include other areas of interest such as agriculture, education and culture.

Although this program is limited and contributes to a larger perspective, many benefits to sport are realized. The program encourages an exchange of views on methods of training athletes and developing coaches and officials. Also, it fosters an understanding of sport administration and philosophy existing in other countries. Of utmost importance, the program is designed to give Alberta's best athletes the opportunity to compete against top athletes in another country, thereby contributing to their pursuit of excellence.

The operation of this program calls for cooperation between the provincial departments of Recreation and Parks, and Federal and Intergovernmental Affairs (F.I.G.A.).

ALBERTA ACHIEVEMENT AWARDS

Purpose: To honour Albertans who have made extraordinary contributions in the arts, sports, sciences, the humanities and other areas.

Responsible Agency: Recreation Development Division, in supportive role to Alberta Culture.

Within this program coordinated by Alberta Culture recognition is given for performance, service and excellence. Sport awards have been primarily in the performance area. Athletes and teams have been acknowledged for placing first in a Canadian championship, or first, second or third in a world championship or major international games.

Alberta Recreation and Parks will continue to assist in the identification of recipients for these awards.

SPORT HALL OF FAME AND MUSEUM

Purpose: To recognize the sport contributions of Alberta citizens, and to preserve Alberta's sport history, through an Alberta Sport Hall of Fame and Museum.

Responsible Agency: Alberta Sport Council, in cooperation with Sport Alberta

Since sport development has traditionally played a significant role in Alberta, it is important to remember past accomplishments and to preserve notable sport artifacts.

Support is needed to help the Alberta Sport Hall of Fame and Museum gain the exposure and profile it deserves as the exposition which recognizes the contributions of Albertans to sport.

Sport Alberta has operated this function and will continue to do so with support from the Alberta Sport Council.

ALBERTA CHAMPIONS AWARD

Purpose: To provide recognition to individuals and teams who have won provincial championships.

Responsible Agency: Alberta Sport Council

In the past, formal recognition by the province has been limited to a select number of athletes who have won national championships or who have placed well in international events. Formal recognition would also be appropriate of individual athletes and teams who have won provincial championships or have demonstrated outstanding achievement within the province.

4.5 IMPROVING COMMUNICATION AND COORDINATION

Strategic Priority: To improve the communication and coordination among sport organizations and agencies in Alberta.

Inadequate communication can limit the efficient coordination of resources toward a common goal. Therefore, effective communication is essential if full advantage is to be taken of existing resources.

Communication must be planned and purposeful to be effective. Specific program initiatives are required to give a sense of direction and a planned approach to better communication and coordination. The following initiatives provide for open dialogue, information sharing, and the provision of specific resource materials to help foster the development of an efficient and effective sport delivery system.

A PLANNING SYSTEM FOR SPORT

Purpose: To develop a planning system for sport which would identify roles and responsibilities, establish coordinating mechanisms and provide a framework for future decision-making.

Responsible Agency: Recreation Development Division

The intent of this program is to establish an integrated sport planning system in Alberta. This would permit efficient use of existing resources and would enable more effective coordination of sport.

Planning comprehensively for sport in Alberta is extremely complex due to the large number of agencies responsible for providing participation opportunities. The roles of the various agencies should be more clearly identified, thereby providing greater opportunity for integration and more efficient use of existing resources.

This program would require a joint effort by all sport agencies and would result in each sport agency clearly defining and understanding its role within the sport community.

The roles of sport agencies should be clarified and a process implemented to reduce duplication and to more effectively coordinate sport in Alberta.

The Recreation Development Division has taken the initial steps to accomplish this program through past Intersport Conferences and the Sport Development Policy published in March 1983. It is suggested that this planning process continue and an ongoing system for coordinating sport in Alberta be developed.

INTERSPORT CONFERENCES

Purpose: To host, on an annual basis, a major interagency conference to exchange and foster communication, cooperation and collaboration among sport and sport-related organizations in Alberta.

Responsible Agency: Recreation Development Division

In the early 1970s it became evident that a mechanism for effective communication among the members of the sport community was essential for the continued growth of sport in Alberta. Alberta Recreation and Parks, in concert with other sport agencies, established the Intersport forum to discuss common issues and concerns.

The Intersport Conferences will continue to provide a forum for sport and sport-related agencies to present their plans with a view to effecting greater communication and cooperation. Ultimately, the Intersport Conferences could include workshops for coaches, administrators, officials, and trainers. Every Intersport could, therefore, become a major educational conference, as well as a conference to enhance sport coordination.

SPORT NEWSLETTER

Purpose: To establish and distribute a sport newsletter to publicize sport events and other sport-related information throughout Alberta.

Responsible Agency: Alberta Sport Council

Regular communication on various elements of amateur sport is important to keep as many people as possible updated in the field.

Sport associations at varying intervals conduct courses and seminars that have direct application to a wide variety of organizations. These associations can benefit by eventually supporting each other in the sponsorship of such seminars. In order to avoid duplication and potential waste of resources, a newsletter can promote these courses and seminars as well as enlist the cooperation or collaboration of other associations.

A monthly newsletter, including a calendar of events, would help meet this need. Careful, long-range leadership planning by all agencies is critical for the success of this program.

SPORT RESOURCE GUIDE - A DIRECTORY OF PROGRAMS AND SERVICES

Purpose: To prepare and distribute a comprehensive resource document on the services and programs available to sport leaders throughout the province.

Responsible Agency: Recreation Development Division

The development of sport is being limited in Alberta because of insufficient publicity and a lack of awareness of available resources. If increased awareness and greater access to these resources could be made available, there would be a higher potential for existing resources to be fully used. A directory of sport resources could accomplish this goal.

This sport directory would include a listing of programs and services available from sport agencies at the local, provincial and national levels.

4.6 IMPROVING ORGANIZATIONAL DEVELOPMENT

Strategic Priority: To improve the organizational development of provincial sport associations.

Many organizations at local and provincial levels lack the time and ability, or do not have access to expertise, to evaluate and improve the management of their operations. Yet, it is critical for sport associations to effectively plan and manage the resources they have, however limited these may be. Specific programs and services are required to assist associations in developing and maintaining strong administrative operations based on planned action and sound management.

In order to assist and encourage associations to improve the effectiveness of their organization, the Department will promote initiatives such as professional consultative services and workshops. In addition, the provision of administrative support services for provincial associations will continue.

The following programs are intended to enhance and promote the planning and management effectiveness of provincial sport associations.

CONSULTATIVE SERVICES

Purpose: To provide consultative services to provincial sport associations to assist them in becoming more effective organizations.

Responsible Agency: Recreation Development Division

In the past, the Recreation Development Division has had a close liaison with provincial sport associations, and has provided consultative services to them on a limited basis. The intent of this program initiative is to intensify these services. Advice on association management and administration, aimed at improving the effectiveness of organizations, would be provided. In addition, information and consultation would be provided on other aspects of association activities, such as program planning and "Game Plan" development.

This initiative, intended to focus on improved organizational effectiveness, should be developed in a comprehensive manner to assist provincial sport associations in becoming more effective and efficient in the use of existing resources.

PROVINCIAL SPORT ASSOCIATION PROGRAM PLANNING

Purpose: To encourage provincial sport associations to focus greater attention on planning their operations and activities.

Responsible Agency: Recreation Development Division

Over the past few years, provincial sport associations have given increased attention to planning. Strengthening of this positive trend should continue. The Recreation Development Division has encouraged better planning through its request for a three-year plan as an integral component of any application for funding under the "Financial Assistance Program for Provincial Recreation Associations."

In addition, assistance has been given to associations to develop a more comprehensive plan of action through sponsorship of planning workshops. This approach has greatly assisted organizations in developing a sense of direction and in appreciating the importance of planning. The above two initiatives in support of association planning will continue in the future.

TRAINING OF SPORT ADMINISTRATORS

Purpose: To provide training programs to improve the administrative capabilities of individuals involved in the administration of sport associations.

Responsible Agency: Recreation Development Division

This program involves the development and delivery of a series of clinics, courses and "how to" manuals for sport administrators involved in provincial sport associations as well as for local club executives.

It is recommended that a committee be established to determine the specific components of the program, and to identify the optimum delivery mechanisms. The committee should be composed of individuals who have a variety of backgrounds and experiences in sport. It is important that this program build on existing resources and materials that are available both provincially and federally.

The following topics are examples of modules that could be developed and implemented.

1. Basic Introduction to Sport Administration
2. Budgeting and Accounting
3. Fund Raising
4. Public Relations
5. Planning
6. Personnel Management
7. Legal Implications
8. Meeting Management
9. Marketing
10. Volunteers - recruitment and retention
11. Information Systems

PROVINCIAL ADMINISTRATIVE CENTRE FOR PROVINCIAL RECREATION (AND SPORT) ASSOCIATIONS

Purpose: To expand current administrative support services of the Percy Page Centre.

Responsible Agency: Recreation Development Division

The Department provides an administrative support service to provincial sport and recreation associations at the Percy Page Centre in St. Albert. Currently, 38 associations have space leased at the Centre, and 18 associations have full-time or regular part-time staff working out of the Centre.

The primary services available include office space, office furniture, meeting rooms, printing, and limited typing. During the past few months, several improvements have been made to the facility and the services, including installation of a new printing press, purchase of conference equipment, and general improvements to the building.

It is important that further attempts be made to improve and expand the services provided through the administrative centre. Some examples include:

1. Increase office space
2. Upgrading of the photocopy machine
3. Central answering service
4. Access to the R.I.T.E. telephone system
5. Graphics service
6. Additional typing capacity
7. Word processor
8. Phototype-setter
9. Accounting service
10. Additional conference equipment
11. Legal services
12. Personnel services

Consideration will also be given to the establishment of satellite centres.

4.7 HOSTING MAJOR NATIONAL AND INTERNATIONAL SPORT EVENTS

Strategic Priority: To promote and assist in the effective management and hosting of major games and events.

Historically, the staging of major games and events in the province has been supported and encouraged. The hosting of events such as the 1988 Olympic Winter Games, the World University Games and the Jeux du Canada Games promotes sport development. The planning and staging of these events also contributes to a stronger sense of community spirit, as well as to social, cultural and economic development.

Financial assistance and consultation to support the hosting of major sport events in Alberta should be continued in the following program initiatives.

HOSTING MAJOR NATIONAL AND INTERNATIONAL GAMES IN ALBERTA

Purpose: To provide financial assistance and consultation support to major Games hosted in Alberta.

Responsible Agency: Recreation Development Division

Where clear indications exist that benefits will accrue to sport development in Alberta as a result of hosting a major multi-sport event (such as the Olympic Games or Jeux du Canada Games), provincial financial assistance toward operating costs and capital construction costs should be considered. Advice on the organization and management of the event should also be provided.

Adequate assurance that the organizing committee and the host community are capable of effectively staging the event is essential to provincial support. The support of the federal and municipal governments and the capabilities of the national and provincial sport associations involved are equally important prerequisites to provincial government funding.

Due to the national and international scope of such events, intensive negotiations among the three levels of government and the host committee may be required. The Alberta Government should assist and support these negotiations so that an appropriate agreement may be finalized well in advance of any particular event. Also, a formal contractual agreement detailing various responsibilities and conditions should be drawn up.

HOSTING MAJOR CHAMPIONSHIPS

Purpose: To provide financial assistance and consultation to organizations responsible for hosting national and international sport championships and conferences, within Alberta.

Responsible Agency: Recreation Development Division

This program is intended to aid various agencies in the bidding for, and hosting of, national or international sport/recreation events. To date, it has been highly successful in enabling high calibre, high profile events to be staged in the province. Such events heighten the awareness of the particular sport in the province, while providing organizers, coaches, officials and athletes with valuable information and experience.

Financial assistance and consultation should continue to be provided for the hosting of these events.

4.8 ENCOURAGING MAXIMUM USE OF FACILITIES

Strategic Priority: To encourage the maximum use and efficient operation of existing facilities.

Maximizing the efficient use and operation of a network of facilities is a complex task which cannot be viewed in isolation from the rest of the recreation and sport system. Indeed, the task represents a challenge calling for a great deal of creativity, collaboration and understanding. It is a task far too onerous for one level of government or the private sector to handle alone. Greater attempts must be made to ensure that at specific levels of service, the future use and operation of recreation facilities are determined cooperatively among the various levels of government, the private sector and the user groups.

Continued efforts must be made in the area of the community use of school facilities through joint-use agreements as well as through the community school concept. This concept should be evaluated carefully by the Interdepartmental Community School Committee, and any appropriate changes made. Alberta Recreation and Parks, one of the participating departments, will encourage this review with the other three participating departments: Advanced Education, Culture, and Education.

NATIONAL, REGIONAL, AND DEVELOPMENTAL (PROVINCIAL) TRAINING CENTRES

Purpose: To encourage the identification of regional and national sport training centres in Alberta, in cooperation with the Federal Government and with the institutions and agencies that would provide them.

Responsible Agency: Recreation Development Division, supported by Alberta Sport Council

The general intent of this initiative is to provide a comprehensive, high performance environment primarily for Alberta's top provincial, national and international level athletes. The concept of centralized training and coaching, backed up by appropriate sport medicine and other support services, has been demonstrated to be highly successful in other countries.

Two separate avenues are currently being explored with Sport Canada:

1. The establishment of sport training centres (high performance centres) on existing university and college campuses as well as at private clubs.

2. The establishment of sport training centres for a selected number of sports included in the 1988 Olympic Winter Games. Post-game use of these facilities would be enhanced by establishing them as Provincial/National High Performance Centres.

Specific initiatives in this area include the following:

1. Establishment of a Provincial Task Force to explore and examine all aspects of provincial, regional and national sport training centres in Alberta.

2. Continued discussions with Sport Canada, educational institutions and private clubs on the establishment of regional and national training centres in Alberta.

3. Discussion and analysis with provincial sport associations concerning the need, desirability and distribution of facilities for high performance development.

4. Development of a policy on the establishment of sport training centres.

FINANCIAL ASSISTANCE FOR COMMUNITY SPORT AND RECREATION FACILITY OPERATIONS

Purpose: To provide financial assistance to municipalities to help them operate facilities and to provide base-level programs.

Responsible Agency: Recreation Development Division

Municipalities are the major providers and facilitators of sport opportunities at the local level. This is a significant role as the municipalities also own and operate most of the sport facilities within their communities. However, it is recognized that, due to escalating costs in recent years, the financial operating burden has become increasingly onerous.

Alberta Recreation and Parks provides funds to municipalities to help operate facilities and to assist with program costs. This support has helped to provide stability for recreation and sport programs at the local level. Alberta Recreation and Parks understands the need to continue providing this base-level support to municipalities.

CAPITAL ASSISTANCE FOR COMMUNITY SPORT AND RECREATION FACILITIES

Purpose: To provide financial support for the development, redesign and renovation of sport and recreation facilities.

Responsible Agency: Recreation Development Division

This program would provide funds to assist in the design, construction and redevelopment or modification of sport and recreation facilities. The intent of this program would be to encourage the development of new facilities when warranted and the redesign of existing facilities to maximize their use when additional new facilities are not the best solution.

* * * * * * * * * * * *

The programs described in this chapter provide the specific initiatives that Alberta Recreation and Parks is recommending over the next five years. This strategy has been determined, in part, by the current economic climate. It is recognized that the programs do not meet all sport needs, but they are realistic in a restrained economic situation. If the resources are not available, the priorities may very well need to be adjusted. On the other hand, as resources become more plentiful, perhaps the rate of growth can be accelerated.

CHAPTER FIVE

SUMMARY AND CONCLUSIONS

SUMMARY AND CONCLUSIONS

The program initiatives described in this Strategy report dealing with current and anticipated requirements of the sport community are proposed for a period characterized by limited economic growth. Consequently, during discussion and review of these programs, it should be recognized that for the term of this Strategy, it is unlikely that large increases in tax-derived funds will be available for sport development. In the final analysis, resources must be used in the most efficient and effective manner possible.

The Sport Development Policy pointed to the need for the creation of the Alberta Sport Council as a new vehicle for the implementation of certain programs and services proposed in this Strategy. With its resources and services, the Alberta Sport Council will assist in the progressive development of sport in Alberta.

In addition to this new sport agency, all other existing sport agencies, organizations and associations must develop renewed thrusts to effectively deal with the issues of the day and to work toward provincial goals for sport. It is anticipated that this Strategy, in concert with the Policy, will provide a basis for agencies to grow and develop while at the same time providing the foundation for the sport-related services and responsibilities of Alberta Recreation and Parks.

This Strategy is part of the ongoing planning and development process initiated through the Intersport Conferences of the mid-seventies and outlined on page one. The momentum for the cooperative development of sport has never been as great as it is today. With clearly articulated priorities and innovative programs, the sport system in Alberta should continue to improve and reach new levels of achievement.

Recent meetings, conferences and planning reports have emphasized the need to develop sport through partnership and joint initiatives. The sport community must make effective use of its financial base and the principle of partnership must permeate all actions within the sport system. Agencies should work toward clarifying their responsibilities and re-examining their roles in light of more clearly defined goals for sport development in Alberta.

Now that the Strategy has been finalized, the third phase of the planning process will commence. This third phase will involve the finalization of Annual Operational Plans for the Alberta Sport Council and the Recreation Development Division. The Annual Operational Plans will identify resource allocations, management objectives, financial expenditures and the details of program implementation.

Sport Development Strategy
Executive Summary

Alberta

RECREATION AND PARKS
Recreation Development Division

SPORT DEVELOPMENT STRATEGY

EXECUTIVE SUMMARY

August 1984

Alberta
RECREATION AND PARKS

Office of the Minister

Room 107 Legislature Building, Edmonton, Alberta, Canada T5K 2B6 403/427-3672

It gives me great pleasure on behalf of Alberta Recreation and Parks to provide you with an Executive Summary of the Department's Sport Development Strategy.

This Strategy is based on the directions established in the Sport Development Policy and outlines the priorities and programs that will be implemented over the next five years. These programs and services have been developed and modified through a public participation process involving many facets of the sport community.

A particularly significant aspect of the Strategy is the establishment of the Alberta Sport Council. The Council, along with the Recreation Development Division, provincial sport associations, municipal governments and education institutions will provide all Albertans with a greater opportunity to participate in sport.

I would like to extend my appreciation to the many individuals who have participated in the various Intersport conferences leading up to this Strategy. The attendance and support of these people were key to the preparation of this document.

I am especially thankful to all of those individuals and organizations who contributed to the preparation of the Sport Development Strategy. Sincere appreciation is extended to you on behalf of the Department and on behalf of everyone interested in the future promotion and development of amateur sport in Alberta.

Sincerely,

Peter Trynchy
Minister

FOREWARD

The following is a synopsis of the Sport Development Strategy. It provides a brief historical perspective, as well as an overview of the programs and services of Alberta Recreation and Parks. The complete report is available upon request.

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1.0 INTRODUCTION

As a result of numerous investigations, Intersport conferences and discussions with various members of the sport community, it became apparent that sport lacked a logical and consistent approach to its development.

In response, Alberta Recreation and Parks embarked on the three-phased planning process outlined below and described in Sport Development Policy. Sport Development Strategy is the second of the three phases.

Sport Development Planning Process

Phase 1	POLICY	° rationale for sport development ° guiding principles ° policy stances ° planning concepts
Phase 2	STRATEGY	° five-year plan ° strategic priorities ° specific program initiatives ° future directions
Phase 3	OPERATIONAL PLANS	° annual plan ° resource allocations/financial expenditures ° management objectives ° program implementation schedule ° program evaluation

The Sport Development Policy was reviewed and endorsed by the sport community at the Intersport 6 Conference held in March 1982. A major initiative that developed was the concept of an Alberta Sport Council which would become a major agency in the Alberta sport system.

The Sport Development Strategy identifies various strategic priorities. It also outlines the programs and services as well as the roles and responsibilities of both the Alberta Sport Council and the Recreation Development Division. In addition, it indicates the relationship both have with other agencies in Alberta's sport community.

The programs described in the Strategy have taken into consideration the current economic climate and the wider sphere of leisure and society characterized by: increasing demand for leisure pursuits; an aging population; slow economic growth; increasing range of household types; growth in automation; and continuing unemployment.

2.0 BELIEFS AND GUIDING PRINCIPLES

The following beliefs and guiding principles were originally stated in the Sport Development Policy and are repeated here to emphasize the commitment that Alberta Recreation and Parks has to them in developing the program initiatives.

2.1 Sport for All

Sport is for all Albertans. All Albertans regardless of age, sex, creed or ability should have an opportunity to participate in sport.

2.2 Access to All Levels

The opportunity to participate, at any level of sport, should be accessible to all Albertans.

2.3 Self-Determination

All Albertans have the right and the freedom to develop their sport participation to any level they choose.

2.4 Central Focus on Participants

The physical and mental well-being of the participant should be the central focus of all programs, services, and policies.

2.5 Shared Responsibility

The development of sport is a shared responsibility, involving a number of agencies, sectors, and individuals.

2.6 Partnership and Mutual Respect

The sport delivery system should operate in a spirit of partnership and mutual respect.

2.7 A Systems Approach

Sport is part of recreation and the broader social system: it cannot be developed in isolation from other social and economic concerns.

2.8 Effective and Efficient System

Sport should be developed in a manner which maximizes both the effectiveness and efficiency of the delivery system.

2.9 High Quality Service

Th sport delivery system should provide a high standard and quality of service to participants.

2.10 Importance of Volunteers

The volunteer and volunteerism should be maintained as the basis of the sport delivery system.

3.0 GOALS FOR SPORT DEVELOPMENT

The goals, originally stated in the policy document, are conscious value judgements Alberta Recreation and Parks has determined for sport development. They are restated here to provide the framework as well as to ensure continuity between policy and strategy.

Goal #1: To promote health, fitness and a sense of community among Albertans through participation in sport. This goal includes imparting to Albertans a broader understanding and appreciation of the nature and value of sport participation.

Goal #2: To encourage a wide, diverse and stable financial base for sport development. This base must include greater innovation and a variety of sources.

Goal #3: To improve the accessibility to sport opportunities for more Albertans for a broader range of activities; to make the practice of sport accessible to all Albertans under the best possible conditions.

Goal #4: To encourage greater personal achievement in sport.

Goal #5: To move toward a diversity of opportunities and to improve the overall quality of sport participation throughout Alberta.

Goal #6: To create the environment for a comprehensive and well-developed base of technical knowledge and an improved understanding about the act of sport participation.

Goal #7: To have the sport delivery system evolve toward a mature partnership of actors.

Goal #8: To strengthen, co-ordinate and maintain an effective sport system in Alberta.

Goal #9: To foster a greater commitment to planning throughout the sport system in Alberta.

Goal #10: To unify the efforts of the sport community and facilitate the development of a set of directions for sport in Alberta.

4.0 THE EIGHT STRATEGIC PRIORITIES

From 1984 to 1989, Alberta Recreation and Parks will focus on the following eight strategic priorities. They are not listed in order of importance; each one is key to the success of the Sport Development Strategy.

- To create a stable and diverse financial base for sport by providing base operational funds and by generating revenues from the private sector and lotteries.
- To provide a wider and more advanced base of technical expertise for sport in Alberta.
- To provide increased opportunities for Albertans to participate in sport.
- To increase the number of Albertans who are performing at provincial, national, and international standards.
- To improve the communication and co-ordination among sport organizations and agencies in Alberta.
- To improve the organizational development of provincial sport associations.
- To promote and assist in the effective management and hosting of major games and events.
- To encourage the maximum use and efficient operation of existing facilities.

5.0 ROLE OF THE ALBERTA SPORT COUNCIL

As a publicly owned corporation, the Alberta Sport Council was established to:

1. Provide a vehicle to achieve a higher profile for sport in Alberta.
2. Establish a strong, meaningful and co-operative relationship between sport and the private/corporate sector.
3. Solicit financial and human resources for sport development in Alberta.
4. Provide greater attention to the developing sport participant.
5. Provide a mechanism for the distribution of lottery and private/corporate sector funds to the sport community.
6. Provide greater innovation throughout Alberta's sport community.

The three goals of the council are:

Goal #1: Funding and Marketing
To solicit financial contributions, services, and other resources from individuals, organizations, businesses and corporations to assist in the operation of the programs of the council.

Goal #2: Technical Development
To encourage the development of technical programs and services for coaches, officials, and developing athletes in Alberta.

Goal #3: Games and Competitions
To organize games and athlete events for developing athletes in Alberta.

6.0 PROGRAMS AND SERVICES OF THE ALBERTA SPORT COUNCIL

The following section describes the programs and services of the Alberta Sport Council for the period 1984-1989.

6.1 Revenue Generation

This program will develop specific initiatives designed to market sport programs in Alberta and ultimately generate revenue from the general public and private corporations.

6.2 Master Coach and Official Program

This program will develop excellence in coaching and officiating in Alberta by providing educational opportunities at the national and international level for Alberta coaches and officials.

6.3 Coaching Clinics

Special coaching opportunities that are unique, innovative or not yet standardized will be the focus of this program.

6.4 Officials' Clinics

Opportunities will be made available for umpires, referees, judges, and other officials to upgrade the quality of officiating by attending clinics conducted by provincial sport associations.

6.5 Professional Technical Staff

Assistance will be provided to provincial sport associations to hire technically prepared individuals to serve as technical experts for the advancement of association activities.

6.6 Sport Outreach

Sport Outreach will improve sport opportunities in rural Alberta by providing qualified instructors to conduct participant clinics where interest or need has been shown.

6.7 Alberta Games

The Alberta Games encourage the organized competitive participation of all Albertans. The games are staged annually, alternately between summer and winter.

6.8 Alberta Seniors Games

These games provide all Alberta seniors the opportunity to pursue greater levels of physical, social, intellectual, and creative achievement through friendly competition and participation.

6.9 Sport Development at the Regional and Local Level

Selected sport development activities at the regional and local level will be supported through this program.

6.10 Talent Identification

This program will support and encourage provincial sport associations to engage in the active identification of athletes who display the greatest potential for excellence in their sport.

6.11 Training for High-Performance Athletes

Financial support and encouragement will be provided to provincial sport associations to develop and implement ongoing training programs for their high-performance athletes.

6.12 Alberta Athlete Development Program

Financial resources will continue to be provided to assist high-performance athletes in Alberta in becoming nationally ranked athletes.

6.13 Alberta Champions' Award

This award will recognize individuals and teams who have won provincial championships.

6.14 Sport Newsletter

A sport newsletter will be distributed to publicize sport events and other sport-related information throughout Alberta.

7.0 ROLE OF THE RECREATION DEVELOPMENT DIVISION

Historically, the Recreation Development Division has assumed a strong planning role for sport development. The division will continue to provide a lead role in the establishment of a planning framework for sport. This will entail working co-operatively with the sport community in the following four broad sport development areas.

1. The development and provision of programs to improve the administrative and organizational health of provincial sport agencies and associations.

2. The development of leadership and participation initiatives designed to ensure that a base level of service is provided to all sport participants.

3. The development of an efficient and effective sport facility system.

4. The provision of a co-ordinating function for the development of sport and sport-related plans and policies.

8.0 PROGRAMS AND SERVICES OF THE RECREATION DEVELOPMENT DIVISION

The following programs and services will be the focus of the Recreation Development Division for the period of 1984-1989.

8.1 Financial Assistance for Provincial Sport and Recreation Associations

Financial assistance will continue to be provided to provincial sport associations to help them provide base-level programs and services.

8.2 Aquatic Workshop

This annual workshop provides leadership development opportunities to pool staff working in the municipal recreation setting, and members of provincial aquatic associations.

8.3 Regional Sport Festivals

Sport participation will be encouraged through the staging of regional sport festivals.

8.4 International Sport Exchanges

Opportunities for the advancement of sport and athlete development are encouraged through this international sport exchange program.

8.5 A Planning System for Sport

This initiative involves the development of a planning system for sport which would identify roles and responsibilities, establish co-ordinating mechanisms and provide a framework for future decision-making.

8.6 Intersport Conferences

A major interagency conference will be hosted on an annual basis to exchange and foster communication, co-operation and collaboration among sport and sport-related organizations in Alberta.

8.7 Sport Resources Guide - A Directory of Programs and Services

A comprehensive resource document on the services and programs available to sport leaders throughout the province will be prepared and distributed.

8.8 Consultative Services

Consultative services will be available to provincial sport associations to assist them in becoming more effective organizations.

8.9 Provincial Sport Association Program Planning

Provincial sport associations will be encouraged to focus greater attention on planning their operations and activities. Financial assistance will continue to be available.

8.10 Training of Sport Administrators

Training programs will be offered to improve the administrative capabilities of individuals involved in the administration of sport associations.

8.11 Provincial Administrative Centre for Provincial Recreation (and Sport) Associations

Current administrative support services of the Percy Page Centre will be expanded.

8.12 Hosting Major National and International Games in Alberta

Financial assistance and consultation will be available to support major Games hosted in Alberta.

8.13 Hosting Major Championships

Financial assistance and consultation will be available to organizations responsible for hosting national and international sport championships and conferences within Alberta.

8.14 Financial Assistance for Community Sport and Recreation Facility Operations

Financial assistance will be available to municipalities to help them operate facilities and to provide base-level programs.

8.15 Capital Assistance for Community Sport and Recreation Facilities

Financial support will be provided for the development, re-design and renovation of sport and recreation facilities.

9.0 PROGRAMS AND SERVICES WITH SHARED RESPONSIBILITIES

The following programs and services will be implemented during the next five-year period co-operatively with other agencies.

9.1 National Coaching Certification Program

The National Coaching Certification Program will develop the technical expertise of coaches throughout Alberta. This program will be a joint responsibility of the Recreation Development Division and the Alberta Sport Council. The division is responsible for the overall co-ordination and the theory component. The Alberta Sport Council will be responsible for the technical component.

9.2 Sport Medicine Community Education

The prevention and proper management of sport injuries will be promoted by co-ordinating the establishment and delivery of a sport medicine education program. This program will be the responsibility of the Recreation Development Division in co-operation with the Alberta Sport Council.

9.3 Team Preparation and Selection for Major Games

Plans for Alberta's participation in Jeux du Canada Games, Western Canada Games, and other major games will be prepared and implemented providing for the best experience and highest performance possible for the participants. This program will be the responsibility of the Recreation Development Division and supported by the Alberta Sport Council.

9.4 Alberta Olympic Game Plan

A "Game Plan" which would provide maximum opportunity for Alberta athletes, coaches, and officials to participate in the 1988 Olympic Winter Games, either as members of the Canadian team or as officials for the event will be prepared and implemented. This program is a joint responsibility of the Recreation Development Division and the Alberta Sport Council.

9.5 Alberta Achievement Awards

To honour Albertans who have made extraordinary contributions in the arts, sports, sciences, humanities and other areas. This program is the responsibility of Alberta Culture and will be supported by the Recreation Development Division.

9.6 Sport Hall of Fame and Museum

The sport contributions of Alberta citizens will be recognized and Alberta's sport history will be preserved through an Alberta Sport Hall of Fame and Museum. This program is the responsibility of Sport Alberta and will be supported by the Alberta Sport Council.

9.7 National, Regional and Developmental (Provincial) Training Centres

The identification of regional and national sport training centres in Alberta will be encouraged in co-operation with the Federal Government and with the institutions and agencies that would provide them. This program is the responsibility of the Recreation Development Division and supported by the Alberta Sport Council.